

**Rational Pharmaceutical Management Plus
Follow up Rational Pharmaceutical Management Plus Activities
Côte D'Ivoire Trip Report – July 18 – 31, 2005**

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About RPM Plus

The Rational Pharmaceutical Management Plus (RPM Plus) Program, funded by the U.S. Agency for International Development (cooperative agreement HRN-A-00-00-00016-00), works in more than 20 developing countries to provide technical assistance to strengthen drug and health commodity management systems. The program offers technical guidance and assists in strategy development and program implementation both in improving the availability of health commodities—pharmaceuticals, vaccines, supplies, and basic medical equipment—of assured quality for maternal and child health, HIV/AIDS, infectious diseases, and family planning and in promoting the appropriate use of health commodities in the public and private sectors.

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Acronyms

ART	anti-retroviral treatment
ARV	anti-retroviral
CDC	U.S. Center for Disease Control and Prevention
CHR	regional hospital center
CI	Côte d’Ivoire
CLM	Center for Leadership and Management
EGPAF	Elizabeth Glaser Pediatric AIDS Foundation
FSU	urban health facility
GF	Global Fund
GFATM	Global Fund to fight AIDS, Tuberculosis and Malaria
HG	general hospital
HIV/AIDS	human immunodeficiency virus/acquired immune deficiency syndrome
IMAT	Inventory Management Assessment Tool
MOH	Ministry of Health
MOST	Management Organizational Sustainability Tool
MSH	Management Sciences for Health
PEPFAR	President’s Emergency Plan For AIDS Relief
PMTCT	prevention of mother to child transmission (HIV)
PNPEC	HIV/AIDS national program
PSP-CI	Public Health Pharmacy - Central Medical Store
RETRO-CI	Retrovirus project – Côte d’Ivoire
RPM Plus	Rational Pharmaceutical Management Plus Program
SIMPLE	Information system for managing drugs used in epidemics
UNDP	United Nations Development Program
USAID	United States Agency for International Development
TA	technical assistance
TOT	training of trainers
USG	US Government

Background

Through the President's Emergency Plan for AIDS Relief (PEPFAR), the US Government provided funds to the RPM Plus program to assist the Public Health Pharmacy (PSP-CI) in Côte d'Ivoire in activities to reinforce its institutional capability in order to support the expansion of prevention of mother-to-child HIV transmission (PMTCT) services and anti-retroviral treatment (ART) to HIV/AIDS infected people. An assessment conducted in 2003 identified main strengths and weaknesses of the public pharmaceutical sector. This assessment was followed by an intervention workshop that allowed national health authorities and partners to identify priority activities to address drug management issues highlighted in the assessment. Among needs identified was the development of human resources and improvement of capacities to apply good principles in drug management. To respond to training needs, RPM Plus provided technical assistance to PSP-CI in order to establish a national core of trainers and create a national curriculum flexible enough to be used at all levels of the public pharmaceutical system. A team of 15 pharmacists was trained as trainers, and a curriculum in drug management was drafted with RPM Plus support. A group of 5 trainers was identified to participate in a first practice session, testing the training materials before its submission to the central health authorities for validation and general application on the field.

Purpose of Trip

The purpose of this trip was:

- Meet the PSP-CI trainers in drug management to update the draft of the drug management curriculum for a test in Aboisso during a training workshop;
- Assist the local team of trainers in conducting the training for 15 to 20 pharmacists from selected accredited centers;
- Meet with the PSP-CI Director to finalize the recruitment process of RPM Plus local staff in CI;
- Meet with the PSP-CI Director to prepare the Management Organizational Sustainability Tool (M.O.S.T) exercise to be conducted at PSP-CI and with PSP-CI staff in August;
- Meet with the EGPAF Representative to discuss ARV procurement process and management.
- Brief and/or debrief USAID officials, as requested.

Activities

Meet the PSP-CI trainers in drug management to finalize the drug management curriculum to be tested during a training workshop in Aboisso;

a) Technical activities

Preliminary meetings were conducted with Dr. Yapi, Responsible of the Communication Service at PSP-CI, designated as contact person by the PSP-CI Director to coordinate drug management training activities. Following instructions given, Dr. Yapi identified a priority group of 18 pharmacists from the accredited ART centers and health districts to participate in the training. The list of participants in annex 1 shows the diversity of this first selection. It includes two pharmacists from the districts of San Pedro and Guiglo, and sixteen pharmacists from university hospitals, regional hospitals, general hospitals, urban health facilities, delivering HIV/AIDS services. District pharmacists are key players in coordinating ARV orders and deliveries for health facilities in the district catchment's area. They are also responsible for follow up and monitoring drug management operations and act as the main liaisons between the central medical stores and peripheral sites. Pharmacists from health facilities targeted are responsible for day-to-day drug management operations at institutional warehouses or dispensing points of ARV.

The training materials were reviewed with the trainers in Abidjan, to introduce two new sessions – the drug management cycle and the national drug policy – that were not developed in the previous draft of curriculum. Additional work was conducted for reorganizing the modules and sessions, editing, copying documents, and preparing the trainer guide with appropriate visual supports. Part of the training materials and office furniture difficult to find in CI or too expensive, were bought and sent to PSP-CI directly from RPM Plus Washington. Notwithstanding the fact that MSH has been sending numerous shipments to PSP-CI in the past, there were some difficulties to get these training materials cleared from customs, even after providing a statement on MSH technical assistance to PSP-CI and paying fees requested by the customs. It was unpredictable and very unusual as a week later other materials sent by MSH to PSP-CI were cleared without fees or any particular problems.

b) Logistics

As usual, PSP-CI took charge of planning and providing logistics for this activity. Dr. Yapi coordinated contacts with the district of San Pedro first identified to host the training. An expensive invoice led us to Aboisso again where the two previous MSH/PSP-CI workshops were conducted. PSP-CI provided basic equipments such as computers, printers, copier, overhead projector, as well as transportation facility Abidjan-Aboisso-Abidjan for trainers and participants, and a vehicle with driver in Aboisso for the duration of the training. Dr. Germain, Aboisso's district pharmacist, coordinated local logistics with health authorities and contacts with health facilities for the practice session included in the agenda. MSH/RPM Plus contracted Ahingora Mireille who has been working as Administrative Assistant during previous work for managing secretarial works, relations with the hotel manager, and budget for participant's lodging and miscellaneous.

Assist the local team of trainers in conducting the training for 15 to 20 pharmacists from selected accredited centers;

Fifteen pharmacists were trained as trainers in drug management. This training session was the first opportunity for practice and skill development. A group of five was identified for this experience, based on their learning style identified during the training of trainers (TOT): Dr. Yapi Faustin (convergent); Dr. Attoli Leopold (assimilator); Dr. Tia Raphael (divergent); Dr. N'Dri Germain (convergent); Dr. Tah Bi Tah Rigobert (accommodator). This was a key factor for the equilibrium of the group and development of the co-training sessions. Although they were all polyvalent, other criteria were also taken into account like familiarity with a specific topic (Tia and Tah Bi Tah for the ARV management sessions, Yapi for the financial management sessions) as well as on-site logistics (Germain is the district pharmacist in Aboisso). The Plan was that this first group will serve as leaders in building the other teams in such a way that two training sessions could take place in the same time in two different locations. The feasibility of such approach will be examined cautiously.

The start date of the training was July 25. All trainers traveled to Aboisso on the 22nd for team building activities, preparation of the training room, materials for the participants, review of documentation and distribution of tasks, roles and responsibilities. It was clearly stated that RPM Plus role will be to provide guidance and give the team full responsibility of conducting the training. RPM Plus interventions would occur in critical situations as providing complement of information, clarification of contents, and in two sessions – quantification of ARV and situational Leadership - that were new or not familiar to the trainers. The final version of the agenda (annex 2) was elaborated with input from all team members, and topics selected by trainers as follows according to their preference:

- Sessions 1, 2, 12, 13: Yapi
- Sessions 3, 9: Tah – 15 Tah with support from Michael D.
- Sessions 4, 8: Attoli
- Sessions 5, 7, 14: Germain
- Sessions 6, 10, 16a: Tia – 16b Tia with support from Michael D.
- Sessions 11, 15: Michael D (co-trainers assisted working groups practicing the quantification exercise)

The approach used for the training centered on the adult learning technique with application of the experiential methodology previously taught during the TOT. All sessions were evaluated by the trainees. The results of the evaluation are shown in annex 3.

Although all topics covered were of interest for the trainees, it is important to underline how intense and passionate the plenary discussions were during sessions 12 and 13 on financial management. It was obvious that there is a serious gap to fill by PSP-CI when assigning pharmacists to posts either at health facilities or district warehouses. During the PSP-CI regulations and procedures training, most of the pharmacists were unaware of the procedures and clearly lacked the important knowledge/information. The main cause of this situation was the fact that there is no preliminary orientation given to newly hired pharmacists, since warehouse management is not part of the curriculum of the Faculty. The group concluded to report to the

PSP-CI Director the need to have a beginning or in-service orientation before sending newly hired pharmacists/managers to posts. A big surprise was also the confusion between “international non proprietary names (INN), generic drugs, and brand names. It was not clear how the group perceived the content of each definition. An excerpt from “Managing Drug Supply” – Chapter 10: *Gérer la Sélection des Médicaments* – was given to consolidate explanations and clarifications introduced by the trainer.

The session on quantification of ARV was new and exciting. However, some trainees suggested reducing the number of tables or preparing an Excel version with links between different tables to facilitate calculations of ARV needed at the service delivery points. RPM Plus has been using an Excel version in Zambia that can be adapted for Côte d'Ivoire. The main constraint is the large number of regimen or combinations of regimen used in CI in HIV/AIDS case management. Blank copies of the Word (manual) version were given to participants for testing at their specific health facilities.

The Inventory Management Assessment Tool (IMAT) developed by MSH was introduced to the participants. The tool is in use in many different countries where MSH works. IMAT is an indicator-based tool with four main indicators to evaluate stock management practices. Two indicators measure the accuracy of record-keeping, and two others measure the effectiveness of monitoring stock levels. The participants were very interested in the tool.

The performance of this first group of trainers is considered excellent. At the end of every day, the team met for general feedback on all sessions, performance of trainers and co-trainers, preparation of materials for next sessions, opened discussions for improvement. Motivation among trainers was high. They worked every day until 10-11:00 p.m. for preparing sessions.

Meet with the PSP-CI Director to finalize the recruitment process of RPM Plus permanent staff in CI;

Following the advertisement on local newspapers for recruiting a resident advisor, RPM Plus received 34 expressions of interest and resumes that were reviewed by PSP-CI and RPM Plus staff in Washington. Two candidates (an Ivorian pharmacist and a Congolese pharmacist) were selected for a preliminary interview with the RPM Plus staff/Washington. This interview was followed by a formal conference call including the two candidates, PSP-CI, USAID/CI, and RPM Plus/Washington. Dr. Souare was not available for the formal interview and delegated three representatives from PSP-CI to attend. The RPM Plus meeting with Dr. Souare was necessary, first, to clarify the role of the resident advisor, and second, to have her personal point of view on both candidates. Regarding the attributes of the resident advisor, the USG team favored the hiring of one person who would be able to coordinate PEPFAR activities with MoH and partners, manage communication with the USG team as well as other donors while ensuring follow up of PEPFAR activities on the field. RPM Plus realized that given the rapid expansion of HIV/AIDS activities in CI with more accredited ART centers, scale up new patients to receive services, one person would not be able to cover the managerial and technical aspects of the TA. When meeting with Dr. Souare, it appeared that PSP-CI position was primarily the search for technical support to the newly created “ARV management cell”. Although the report from PSP-CI representatives to the interview favored the Ivorian candidate – Dr. Moise Touhon, Dr.

Souare scheduled a separate appointment with the candidate, which took place at PSP-CI. She stressed on priority of assisting PSP-CI in collection of data/information for forecasting ARV needs, tracking ARV at sites, providing support in ARV management through supportive supervision conducted jointly with other staff of the ARV management cell. Following the interview, RPM Plus was informed that she was comfortable with the hiring of Dr. Touhon and wanted to see RPM Plus moving quickly in that direction. Based on the discussion, RPM Plus would update the job description accordingly.

Meet with the PSP-CI Director to prepare the M.O.S.T exercise to be conducted at PSP-CI with PSP-CI staff in August;

A request (annex 4) was submitted by PSP-CI for technical assistance on leadership and human resource management. PSP-CI has been struggling with internal difficulties to coordinate work of the different services and reinforce the basis of the organization for more efficiency and better results in drug management operations. In response to persistent crisis in ARV management, an initiative was taken to create the ARV Management Cell under the authority of the PSP-CI Director. Also, during the preparation process for implementing the software ORION@MSH at PSP-CI, RPM Plus noted some managerial deficiencies that needed to be addressed for a successful development of the software: the mission of the institution is not known; the services are not interconnected and operational relations not well established; also managers seem not understand how/why they need to operate as a whole. This is critical for a smooth functionality of the essential drug management cycle, including ARV management in the context of PEPFAR expansion. Moreover, as shown in annex 5, all ORION functions are linked although they will be managed by different staff. In response to the PSP-CI request, RPM Plus contacted two consultants from the MSH/CLM program – Steve Redding and Oumar Diakité – for applying the “Management Organizational Sustainability Tool” (MOST) to PSP-CI and provide guidance and appropriate recommendations at the end of the mission. Following discussions with USAID, RPM Plus will not be able to take any commitment for follow up on this activity due to budget constraints. In preparation of this visit, the PSP-CI Director mobilized all staff from the different services targeted for this exercise to take place the first week of August.

A separate meeting was conducted with Steve and Oumar for clarifications on the scope of work and the context of development of this exercise.

Meet with the EGPAF Representative to discuss ARV procurement process and management of ARV;

RPM Plus has favored the development of excellent relationships with EGPAF for coordination and complementarities on PEPFAR activities. EGPAF is a key player in procuring and delivering HIV/AIDS commodities to the ACONDA network of ART centers. EGPAF was given the mandate to extend its assistance to the eight first ART centers involved in HIV/AIDS case management. These include especially the reference centers in Abidjan (SMIT, USAC) and major health facilities like the anti-tuberculosis center (CAT), the “*Centre d’Investigations et de Recherches Bio-cliniques d’Abidjan*” (CIRBA)... RPM Plus has met with Dr. Essombo Joseph, Dr. Ouattara Edith, Dr. Tanoh Anthony to review EGPAF role in ARV procurement, especially to cover needs for the eight ART centers newly integrated under EGPAF umbrella for technical

assistance. The key issues were the availability of information on clients under treatment, regimen in use, consumption data and reporting requirement. Health facilities from ACONDA have been using a computerized program that allows capturing this information and making reasonable projections for current patients needs and scaling up. RPM plus offered its collaboration for working with Dr. Kacou Patrice, responsible for ARV management at PSP-CI, and staff in Washington in order to build an information system that takes into account the existing EGPAF reporting system and data to be generated by the SIMPLE program being implemented by RPM Plus at ART centers in Abidjan. These data can be filled into the quantification tool “Quantimed” developed by MSH, and for which two PSP-CI pharmacists, Dr. Kacou and Dr. Eric Coulibaly, received training in Namibia.

RPM Plus also discussed with Dr. Essombo the issue of Nevirapine needed for consolidate and expand PMTCT activities. Through the donation program, AXIOS has been providing Nevirapine to PNPEC for PMTCT expansion. However, as for other ARV needed for HIV/AIDS treatment, CI has been experiencing frequent shortages of Nevirapine. Through TA to be provided to PNPEC, RPM Plus will investigate the main causes of this problem and coordinate with EGPAF the involvement of PNPEC in the rehabilitation of the information system. The recruitment of the RPM Plus resident advisor should facilitate this approach.

Brief and/or debrief USAID officials, as requested

A meeting conducted with Jyoti Schlesinger – USAID Representative – centered on the purpose of this mission and review of progress on RPM Plus activities. USAID was very supportive in the implementation process of RPM Plus activities. Either through emails, phone calls or formal and informal meetings, USAID keeps in touch with RPM Plus to request information, provide feedback on activities, and assist in coordination with PSP-CI. RPM Plus briefed Jyoti on the status of the drug management curriculum, preparation of the training, coordination with partners – EGPAF in particular – progress on recruitment of the resident advisor. Specifically, USAID requested clarification on: a) the changes of filling two local positions versus one as initially perceived by the USG team; b) the decision to conduct the MOST exercise at PSP-CI; c) technical assistance to PNPEC; d) revision of the COP05 work plan according to feedback provided by the USG team.

Following discussions with Dr. Souaré, RPM Plus plans to hire one technical staff to work in priority at peripheral level while dedicating part of his time for coordination with the central level, the national program, and partners involved in HIV/AIDS activities. Before any final decision, Dr. Souaré expressed the need to meet personally with Dr. Touhon who received the best appreciation from PSP-CI designees to the interview to make sure that the proposed candidate would be the right choice in the light of PSP-CI priorities. This meeting took place at PSP-CI, and RPM Plus received the green light to move forward with the recruitment process.

Clarifications were also provided to USAID with regard to the MOST exercise. RPM Plus received from PSP-CI a formal request for TA in management and leadership. In anticipation of interventions to be conducted by MSH as planned in the initial version of the COP05, RPM Plus responded positively, especially as internal management weaknesses perceived by the ORION team during a preliminary visit in February 05 needed to be addressed for the smooth operation

of the software. As the decision was taken to withdraw management and leadership interventions from the final version of the COP05, USAID gave approval only for a diagnosis at PSP-CI without any commitment for conducting future interventions. The scope of work of the MSH consultants was updated accordingly.

Regarding TA to be provided to PNPEC, RPM Plus confirmed that this is still in the intervention package, and that the work plan would be updated to show the collaboration with PNPEC. RPM Plus planned to meet with PNPEC during this visit. Details of this meeting are shown in another section of this report.

Revision of the COP05 work plan: an updated version will take into account comments and suggestions made by the USG team.

Other activities

Briefing PSP-CI on the training process

Dr. Souaré expressed great interest for participating in some sessions, but was unable to attend due to her hectic schedule. She was aware of losing opportunities not only to provide support and encouragement to trainers and trainees, but also to update her own knowledge as she needs to be present to respond to emergency calls from the Ministry. Dr. Souaré expressed the need to benefit from other trainings for senior staff as opportunities occur in the future. She was informed on success of this training workshop and the excellent contribution of PSP-CI staff at all levels. For sustainability of this activity, RPM Plus recommended that the Training Service of the central MoH (DFR) be involved in future training plans to progressively take over the lead as this Directorate is mandated for oversee training activities nationwide. Dr. Souaré is in agreement with this recommendation and will facilitate the process.

MOU for the implementation of the drug management software ORION@MSH

A hard copy and electronic copy of the draft was transmitted to Dr. Souaré. Clarifications were given on the purpose and the content of the MOU. We also highlighted the fact that the feedback should be given by August 15. If this deadline was not observed, there would be risk of delay for the implementation of the software scheduled for beginning of October. The firm ICICI in charge of the installation usually request 45 days from the signature of the MOU to get prepared. If the document is not submitted at this date, PSP-CI may face the risk of losing the priority position given now and relegated to the bottom of the waiting list for installation. Dr. Souaré responded positively and promised to circulate the document at the appropriate service of PSP-CI and the Cabinet of the Ministry.

Collaboration with PNPEC:

A meeting was held at PSP-CI with Dr. Adja, Director of PNPEC, to discuss RPM Plus collaboration and technical assistance to the national program. Dr. Adja acknowledged this initiative and was open to talk about PNPEC immediate priorities. It was not clear what the vision of the PNPEC is and what strategies are being developed to achieve the mandate of PNPEC. We took the opportunity to stress on the issue of large number of regimen or ART combinations currently in use. PNPEC has requested WHO technical assistance for conducting a

quality control mission while the program plans a workshop in Yamoussoukro at the end of September to review and update the national protocol on treatment of HIV/AIDS. RPM Plus renewed its offer of collaboration and planned to meet with PNPEC as soon as possible to identify priority areas for immediate assistance. RPM Plus has requested that one PNPEC staff – possibly Dr. Laurence Ebah, M&E specialist – be part of the ART management Cell and work closely with the RPM Plus resident advisor for follow up on ARV management and building the information system.

Meeting with the Global Fund and UNDP

RPM Plus met with Dr. Touré Constance, Consultant for the Global Fund seconded to PSP-CI for an update on ARV management and collaboration of GF and PSP-CI. RPM Plus had already met Dr. Touré to investigate avenues of collaboration between the two organizations. Dr. Touré explained the main role played by the GF in the “ARV Cell”. The ARV Cell is composed of Ms. Konate Mah in charge of coordination; two pharmacists (Dr. Patrice Kacou and Dr. Constance); a computer specialist – Sidibe Mohamed Hassan also recruited by the GF and seconded to PSP-CI, a “*Préparateur Gestionnaire en Pharmacie*”, and an admin staff. The team works under the authority of the PSP-CI Director. The ARV Cell interfaces between PSP-CI and stakeholders involved HIV/AIDS activities. Roles and responsibilities of each staff are clearly established and disseminated in a public document. The team has prepared a planning table for orders, deliveries, and supervision of the accredited centers. A set of indicators was also prepared for follow up during supervision of the centers.

Dr. Touré was eager to see the RPM Plus resident advisor hired very soon. There are great opportunities to work closely with the GF, especially in building a drug management information system that would open doors for availability of accurate data needed for quantification, procurement, tracking ARV and availability at sites, patient regimen, etc. as well as assistance to pharmacists and managers for promoting good practices in drug management. Dr. Souare confirmed that she is on the top of the ARV Cell. Looking at the job descriptions and interrelations between members of the team, it looks like the GF consultant is in fact a PSP-CI employee. This might be a source of misunderstanding and potential conflicts since the consultant is doing the job of PSP-CI personnel. If this is the case, the term “consultant” is clearly inappropriate. In fact, it seems that this term is used only because the “consultant” is a “contractual staff” not programmed or taken in charge in the regular budget of the MoH. In the prospect of hiring an advisor to PSP-CI, RPM Plus will need to define the parameters of collaboration, role, responsibilities, and relations of the resident advisor with PSP-CI staff and consultants.

This topic was discussed with Dr. Nicolas Yves Alexandre, Senior Program Advisor for the GFATM / UNDP. RPM Plus conducted a formal meeting with UNDP to review different questions of interest and initiate steps for future close collaboration. We took the opportunity to discuss the problem of large number of ART regimen currently in use, difficulties to collect information at ART sites, frequent shortages of ARV at PSP-CI and at sites, how RPM Plus and UNDP can work together to assist PSP-CI and centers in the light of expansion of PEPFAR activities. Dr. Alexandre was briefed on the recruitment process of the resident advisor and the meeting held with Dr. Toure. Dr. Alexandre was pleased to have this opportunity to explore avenues of collaboration with MSH in efforts to address the difficult problem of availability of

ARV all the time at PSP-CI and ART centers. He also seemed to understand the need for the GF consultant to have certain independence for more efficiency in technical assistance to be provided to PSP-CI.

Collaborators

CDC-RETROCI

USAID

UNDP

PSP-CI

EGPAF

Next Steps

- Checking references for speeding up the hiring process of the resident advisor; update the job description to reflect PSP-CI's preoccupations;
- Preparation of MOU detailing the resident advisor's role and responsibilities, parameters for TA to be provided to PSP-CI;
- Procurement of materials and preparation of logistics for the second training workshop tentatively scheduled for end of September/beginning of October;
- Signature of the MOU by PSP-CI and MSH in preparation of the installation of ORION;
- Extension of the implementation of SIMPLE to selected centers that have no management tool;
- Collect/analyze first sets of data from facilities using SIMPLE.

Conclusions and recommendations

The development of RPM Plus activities is favored by an excellent collaboration with PSP-CI as well as with partners, especially EGPAF that is a key player in the consolidation and expansion of PEPFAR activities. PSP-CI has taken interesting initiatives to address the persistent issue of shortages of medicines, especially ARV needed at the accredited centers. The hiring of the RPM Plus resident advisor will bring a boost to PSP-CI and open doors for consolidation and expansion of collaboration with partners and targeted central services of the MoH, PNPEC and DFR, as well as pharmacists and drug managers at district levels. Availability of information and data on ARV consumption, regimen, client profiles, is still one of the top priorities. During the training workshop, RPM Plus discussed a chart showing the flow of information and role of drug managers at each levels (annex 5). It is critical to ensure an excellent coordination of ARV management activities to have information circulating smoothly while the problem of multiple regimen/combinations is being addressed. RPM Plus encourages activities undertaken by the ARV Management Cell and recommends a more active role of the PNPEC in supervision activities. The Cell has developed a set of indicators for supervision. It is important that results discussed during the scheduled weekly meetings of the ARV Cell be circulated among partners and donors for decision-making and concrete actions as needed.

Annex 1. List of participants to the training in drug management

N°	Surname & First Name	Function / Institution
1	Dr Ano Alain Serge	Pharmacienne chef CHR Bouaflé
2	Dr Doumatey sylvie	Pharmacienne chef CIRBA
3	Dr Brou Hervé Brou	Pharmacien chef dist San pedro
4	Dr seka claud richard	Pharmacien chef CHR Divo
5	Dr Konaté Aramatou	Pharmacienne chef CHR Abengourou
6	Dr Koffi Pierre	Pharmacien chef CHR Aboisso
7	Dr Ouattara Yacouba Marius	Pharmacien chef HG Port bouët
8	Dr Koné Aminata	Pharmacienne chef FSU Koumassi
9	Dr Abo-Tchaou Odile	Pharmacienne chef HG Abobo
10	Dr Amani André	Pharmacien chef CHU Bouaké
11	Diaby Daouda	Pharmacien chef USAC
12	Dr Akpa Gnagne Noé	Pharmacien chef Hop Protestant Dabou
13	Dr Diakité Fatoumata	Pharmacien chef FSU Delafosse
14	Dr Ephilliet Gbangbo Yves	Pharmacien chef dist Guiglo
15	Dr Diahou Jean Claude	Pharmacien chef CHR Bondoukou
16	N'zi Assoumou Danielle	Pharmacien chef FSU Cocody Nord
17	Dr Tietiebolo Emile	Pharmacien chef FSU Marcory
18	Dr Djévié Kouamé	Pharmacien hospitalier CHU Yopougon

Annex 2: Agenda Training in Management of Essential Drugs, ARV and Drug Management Tools PSP-CI/ MSH-RPM Plus

Date	Day 1	Day 2	Day 3	Day 4	Day 5
Morning	<p style="text-align: center;">OPENING AND ORIENTATION</p> <p>MODULE A : GLOBAL VIEW</p> <p>Session 1 : Introduction to Management of essential drugs, ARVs and drug management tools</p> <p>Session 2 : National Drug Policy</p>	<p>Session 5 : Ordering essential drugs, ARV and drug management tools</p> <p>Session 6: Receiving essential drugs, ARV and drug management tools</p> <p>Session 7: Storage conditions of essential drugs , ARVs and drug management tools</p>	<p>Session 11: Quantification of ARVs</p>	<p>MODULE E: SUPERVISION OF DRUG MANAGEMENT ACTIVITIES</p> <p>Session 14 : Planning of supervision</p> <ul style="list-style-type: none"> ▪ <i>Preparation of plans for supervisions</i> <p>Session 15 : Conducting supervision</p> <ul style="list-style-type: none"> ▪ <i>Situational Leadership</i> 	<p>Session 16 (continued): Visit to health facilities for practicing IMAT in a warehouse:</p> <ul style="list-style-type: none"> ▪ Verification list of storage conditions ▪ Calculating IMAT indicators
Afternoon – Evening	<p>MODULE B: SELECTION AND PROCUREMENT</p> <p>Session 3 : Managing essential drug Selection</p> <p>Session 4: Estimating needs in essential drugs, ARVs and drug management tools.</p>	<p>MODULE C: DISTRIBUTION AND USE</p> <p>Session 8: Distribution of essential drugs, ARVs and drug management tools</p> <p>Session 9 : Dispensing, delivering essential drugs and ARV</p> <p>Session 10 : Management and use of ARV</p>	<p>MODULE D: FINANCIAL MANAGEMENT</p> <p>Session 12 : Registering purchases and sales of drugs</p> <p>Session 13 : Managing funds and tracking client accounts</p>	<p>Session 16 : Application of the Inventory Management Assessment Tool</p> <p><i>Preparation of the exercise IMAT in health facilities</i></p>	<ul style="list-style-type: none"> ▪ Exploitation of the results of IMAT <p style="text-align: center;">SYNTHESIS OF LEARNING EXPERIENCE</p> <hr/> <p style="text-align: center;">FINAL EVALUATION AND CLOSING CEREMONY</p>

Annex 3: Evaluation of the training in Essential Drug Management, ARV and Drug Management Tools

Session N° 1 Topic: Introduction to Management of Essential Drugs, ARV and Drug Management Tools

Date: 25 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	71%			29%						
Relevance of the content with regard to my professional situation	69%			29%			1%			1%
Efficiency of the teaching methods and techniques	71%			29%						
Chronology and presentation of the session	65%			17%			1%			7%
Utility of the teaching materials	76%			24%						
Clarity of explanations	82%			18%						
Capacity of the trainers to facilitate discussions	82%			18%						
TOTAL	74%			24%			0.3%			1%
The session was	Too long			Perfect			Too short			No answer
	5%			95%			0			0

- What technical aspects of the trainers were most efficient?
 - Clarity of explanations
 - Opportunities given to express opinions
- What technical aspects of the trainers need to be improved?
 - RAS
- Remarks / Suggestions.
 - Distribute handouts before the session to facilitate notes and observations

Session N° 2

Topic: National Drug Policy

Date: 25 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	71%			29%						
Relevance of the content with regard to my professional situation	65%			29%			6%			
Efficiency of the teaching methods and techniques	71%			29%						
Chronology and presentation of the session	71%			29%						
Utility of the teaching materials	76%			24%						
Clarity of explanations	76%			18%						
Capacity of the trainers to facilitate discussions	82%			18%						
TOTAL	73%			26%			1%			
The session was	Too long			Perfect			Too short			No answer
	5%			85%			5%			5%

- What technical aspects of the trainers were most efficient?
 - Participatory method
 - Audio visual material with explanations
- What technical aspects of the trainers need to be improved?
 - Take into account participants' suggestions
 - More clarifications
- Remarks / Suggestions.
 - Keep the good atmosphere
 - Distribute handouts before projections

Session N° 3Topic: Managing Essential Drug Selection

Date: 25 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	76%			18%			6%			
Relevance of the content with regard to my professional situation	76%			18%						6%
Efficiency of the teaching methods and techniques	47%			53%						
Chronology and presentation of the session	59%			41%						
Utility of the teaching materials	71%			29%						
Clarity of explanations	41%			47%			12%			
Capacity of the trainers to facilitate discussions	59%			41%						
TOTAL	61%			35%			3%			1%
The session was	Too long			Perfect			Too short			No answer
	6%			94%			0			0

- What technical aspects of the trainers were most efficient?
 - Capacity to facilitate participation
- What technical aspects of the trainers need to be improved?
 - INN / Generics
- Remarks / Suggestions.
 - More clarifications INN/Generics

Session N° 4 Topic: Estimating Needs in Essential Drugs, ARV and Management Tools

Date: 25 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	94%			6%						
Relevance of the content with regard to my professional situation	94%			6%						
Efficiency of the teaching methods and techniques	88%			12%						
Chronology and presentation of the session	82%			18%						
Utility of the teaching materials	88%			6%						
Clarity of explanations	94%			6%						
Capacity of the trainers to facilitate discussions	88%			12%						
TOTAL	90%			10%						
The session was	Too long			Perfect			Too short			No answer
				100%						

- What technical aspects of the trainers were most efficient?
 - Working groups
- What technical aspects of the trainers need to be improved?
 - Take into account participants' suggestions
- Remarks / Suggestions.
No

Session N° 5 Topic: Ordering Essential Drugs, ARV and Management Tools

Date: 26 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	88%			12%						
Relevance of the content with regard to my professional situation	50%			38%			6%			6%
Efficiency of the teaching methods and techniques	94%			6%						
Chronology and presentation of the session	83%			17%						
Utility of the teaching materials	72%			16%						12%
Clarity of explanations	77%			16%						7%
Capacity of the trainers to facilitate discussions	72%			22%						6%
TOTAL	76%			18%			1%			5%
The session was	Too long			Perfect			Too short			No answer
				100%						

1. What technical aspects of the trainers were most efficient?
No answer
2. What technical aspects of the trainers need to be improved?
 - Communication
3. Remarks / Suggestions.
No

Session N° 6 Topic: **Receiving Essential Drugs, ARV, and Management Tools**

Date: 26 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	78%			22%						
Relevance of the content with regard to my professional situation	67%			28%			5%			
Efficiency of the teaching methods and techniques	72%			22%						6%
Chronology and presentation of the session	78%			22%						
Utility of the teaching materials	66%			16%			7%			11%
Clarity of explanations	72%			22%			6%			
Capacity of the trainers to facilitate discussions	83%			17%						
TOTAL	74%			21%			3%			2%
The session was	Too long			Perfect			Too short			No answer
				100%						

1. What technical aspects of the trainers were most efficient?
 - Capacity to facilitate participation
2. What technical aspects of the trainers need to be improved?

No
3. Remarks / Suggestions.

No

Session N° 7 Topic: Storage Conditions of Essential Drugs, ARV and Drug Management Tools

Date: 26 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	89%			11%						
Relevance of the content with regard to my professional situation	67%			22%			6%			6%
Efficiency of the teaching methods and techniques	78%			22%						
Chronology and presentation of the session	72%			22%						6%
Utility of the teaching materials	72%			22%						6%
Clarity of explanations	72%			11%			11%			6%
Capacity of the trainers to facilitate discussions	72%			22%						6%
TOTAL	75%			19%			2%			4%
The session was	Too long			Perfect			Too short			No answer
				100%						

- What technical aspects of the trainers were most efficient?
 - Capacity to animate discussions
- What technical aspects of the trainers need to be improved?
 - Presentation of the session
- Remarks / Suggestions.
 - Prepare correction of case studies
 - Documents not punched for distribution

Session N° 8

Topic: Distribution of Essential Drugs, ARV and Management Tools

Date: 26 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	71%			29%						
Relevance of the content with regard to my professional situation	83%			17%						
Efficiency of the teaching methods and techniques	89%			11%						
Chronology and presentation of the session	78%			22%						
Utility of the teaching materials	78%			22%						
Clarity of explanations	78%			22%						
Capacity of the trainers to facilitate discussions	72%			17%						11%
TOTAL	78%			20%						2%
The session was	Too long			Perfect			Too short			No answer
	6%			89						5%

- What technical aspects of the trainers were most efficient?
 - Working groups
 - Discussion animated
- What technical aspects of the trainers need to be improved?
 - No
- Remarks / Suggestions.
 - No

Session N° 9Topic : Dispensing , Delivering Essential Drugs and ARV

Date: 26 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	76%			18%						6%
Relevance of the content with regard to my professional situation	78%			11%						6%
Efficiency of the teaching methods and techniques	71%			24%						6%
Chronology and presentation of the session	71%			24%						6%
Utility of the teaching materials	53%			24%						24%
Clarity of explanations	65%			29%						6%
Capacity of the trainers to facilitate discussions	59%			29%						12%
TOTAL	68%			23%						9%
The session was	Too long			Perfect			Too short			No answer
	6%			78%			0			16%

- What technical aspects of the trainers were most efficient?
 - Listening participants
 - Animation of discussions
- What technical aspects of the trainers need to be improved?
No
- Remarks / Suggestions.
No

Session N° 10

Topic: Management and Use of ARV

Date: 26 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	65%			29%						6%
Relevance of the content with regard to my professional situation	82%			18%						
Efficiency of the teaching methods and techniques	76%			24%						
Chronology and presentation of the session	71%			24%						5%
Utility of the teaching materials	76%			24%						
Clarity of explanations	71%			29%						
Capacity of the trainers to facilitate discussions	71%			24%						5%
TOTAL	73%			25%						2%
The session was	Too long			Perfect			Too short			No answer
				82%			6%			12%

- What technical aspects of the trainers were the most efficient?
 - Listening to participants
 - Animation of discussions
- What technical aspects of the trainers need to be improved?

No
- Remarks / Suggestions.
 - More on ARV

Session N° 11Topic : Quantification of ARV

Date: 27 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	89%			19%						
Relevance of the content with regard to my professional situation	94%			6%						
Efficiency of the teaching methods and techniques	72%			24%			6%			
Chronology and presentation of the session	83%			17%						
Utility of the teaching materials	72%			17%			6%			6%
Clarity of explanations	78%			22%						
Capacity of the trainers to facilitate discussions	61%			28%						6%
TOTAL	78%			18%			2%			2%
The session was	Too long			Perfect			Too short			No answer
	6%			89%						5%

- What technical aspects of the trainers were most efficient?
 - Capacity to facilitate participation
 - Listening to participants
- What technical aspects of the trainers need to be improved?
No
- Remarks / Suggestions.
No

Session N° 12

Topic : Registering Purchases and sales of Drugs

Date: 25 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	83%			11%						6%
Relevance of the content with regard to my professional situation	83%			6%						11%
Efficiency of the teaching methods and techniques	83%			11%						6%
Chronology and presentation of the session	83%			11%						6%
Utility of the teaching materials	83%			6%						11%
Clarity of explanations	83%			11%						6%
Capacity of the trainers to facilitate discussions	83%			11%						6%
TOTAL	83%			10%						7%
The session was	Too long			Perfect			Too short			No answer
	5%			89%			6%			

- What technical aspects of the trainers were most efficient?
 - Capacity to facilitate participation
 - Good presentation of the topic
- What technical aspects of the trainers need to be improved?

No
- Remarks / Suggestions.
 - Documents are not punched before distribution

Session N° 13 **Topic: Managing Funds and Tracking Client Accounts**

Date: 27 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	82%			12%			6%			
Relevance of the content with regard to my professional situation	88%			6%						6%
Efficiency of the teaching methods and techniques	82%			12%						6%
Chronology and presentation of the session	82%			12%						6%
Utility of the teaching materials	82%			12%						6%
Clarity of explanations	82%			12%						6%
Capacity of the trainers to facilitate discussions	82%			12%						6%
TOTAL	83%			11%			1%			5%
The session was	Too long			Perfect			Too short			No answer
				94%						6%

- What technical aspects of the trainers were most efficient?
 - Facilitate participation
 - Animated discussions
- What technical aspects of the trainers need to be improved?
No
- Remarks / Suggestions.
 - Pertinence of the topic

Session N° 14

Topic: Planning of Supervision Activities

Date: 28 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	78%			22%						
Relevance of the content with regard to my professional situation	83%			11%						6%
Efficiency of the teaching methods and techniques	83%			17%						
Chronology and presentation of the session	89%			11%						
Utility of the teaching materials	83%			17%						
Clarity of explanations	83%			17%						
Capacity of the trainers to facilitate discussions	83%			17%						
TOTAL	83%			16%						1%
The session was	Too long			Perfect			Too short			No answer
				94%						6%

- What technical aspects of the trainers were most efficient?
 - Good communication
 - Good presentation of the topic
- What technical aspects of the trainers need to be improved?

No
- Remarks / Suggestions.

No

Session N° 15 Topic: Conducting Supervision – Situational Leadership

Date: 28 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	100%									
Relevance of the content with regard to my professional situation	94%			6%						
Efficiency of the teaching methods and techniques	100%									
Chronology and presentation of the session	94%			6%						
Utility of the teaching materials	100%									
Clarity of explanations	100%									
Capacity of the trainers to facilitate discussions	89%			11%						
TOTAL	97%			3%						
The session was	Too long			Perfect			Too short			No answer
				97%			3%			

- What technical aspects of the trainers were most efficient?
 - Facilitation of participation
 - Animated discussions
- What technical aspects of the trainers need to be improved?

No
- Remarks / Suggestions.

No

Session N° 16

Topic : Application of IMAT

Date: 28 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	94%									6%
Relevance of the content with regard to my professional situation	89%			6%						5%
Efficiency of the teaching methods and techniques	100%									
Chronology and presentation of the session	94%			6%						
Utility of the teaching materials	89%			11%						
Clarity of explanations	94%			6%						
Capacity of the trainers to facilitate discussions	83%			17%						
TOTAL	92%			6%						2%
The session was	Too long			Perfect			Too short			No answer
	6%			83%			11%			

- What technical aspects of the trainers were most efficient?
 - Facilitate participation
 - Practice on the field
- What technical aspects of the trainers need to be improved?

No
- Remarks / Suggestions.

No

SUMMARY

Date: 29 July 2005

Indicators	Excellent			Good			Not enough			No answer
	9	8	7	6	5	4	3	2	1	
Achievement of objectives	81%			17%						2%
Relevance of the content with regard to my professional situation	79%			16%			1.5%			3.5%
Efficiency of the teaching methods and techniques	80%			18%						2%
Chronology and presentation of the session	78%			19%						3%
Utility of the teaching materials	77%			17%			1%			5%
Clarity of explanations	78%			18%			2%			2%
Capacity of the trainers to facilitate discussions	76%			20%						4%
TOTAL	78%			18%			1%			3%
The session was	Too long			Perfect			Too short			No answer
	3%			92%			1%			4%

1. What technical aspects of the trainers were most efficient?
 - Participatory method
 - Capacity to facilitate discussions
2. What technical aspects of the trainers need to be improved?
 - Clarifications on INN / Generics
 - Take into account participants' suggestions
3. Remarks / Suggestions.
 - More on INN / Generics
 - Punch documents before distribution

Annex 4: Request of technical assistance in management

**MINISTERE D'ETAT, MINISTERE
DE LA SANTE ET DE LA POPULATION**

**REPUBLIQUE DE COTE D'IVOIRE
Union – Discipline – Travail**

PSP-CI

**Le Directeur Général de la Pharmacie
De la Santé Publique de Côte d'Ivoire**

//-))

A TOUTE L'EQUIPE DE MSH

N/Réf : SD/oami/Dir.PSP-CI -2005.

Objet : Demande d'assistance.

Messieurs,

Nous tenons tout d'abord à vous remercier pour l'appui technique que vous nous apportiez en matière de formation et dans le domaine informatique.

Nous voudrions profiter de l'occasion pour vous formuler notre demande d'appui sous forme d'assistance technique en matière de management.

En effet, je suis le Directeur Général depuis un an de la PSP-CI qui est un central d'achat de médicament.

Cependant, mon équipe de direction est essentiellement composée de pharmacien technicien du médicament mais les connaissances en management et gestion des personnes sont très limitées. Ainsi, nous rencontrons des difficultés en ce qui concerne la coordination des activités de gestion des équipes de travail et du suivi des activités avec la mise en place d'indicateur et de tableau de bord.

Nous souhaiterons pendant la mission de mise en place du logiciel de gestion informatique bénéficier de l'appui d'un technicien MSH afin d'encadrer notre équipe de direction dans le management des personnes et la coordination des activités des différentes sous-directions en vue de rendre plus performant notre structure.

Sachant compter sur votre franche collaboration, veuillez recevoir, **Messieurs**, l'expression de nos salutations les meilleures.

Docteur SQUARE Doussou

Annex 5: Roles and responsibilities in running ORION

ORION@MSH Processes for PSP, Cote d'Ivoire

<u>Tender & Procurement Management</u>	
Tender Procurement	
Suggest & Review Order Quantity	Eric Coulibaly
Define Tender & Tender Exchange Rates	Abou Coulibaly
Enter & Review Bids	Abou Coulibaly
Award Contracts	Kalou Clovis (DAF)
Edit Contracts	Direction des Marches Publics
Create Purchase Orders	Abou Coulibaly
Enter Shipment Advice	Elise De Bato (service transit)
Non-Tender Procurement	
Create Purchase Requisition	Abou Coulibaly
Create Purchase Enquiry	Abou Coulibaly
Enter Supplier Quotations	Abou Coulibaly
Create Purchase Orders	Abou Coulibaly
Enter Shipment Advice	Elise De Bato (service transit)
Non-Stock Procurement	
Create Material Requisition	Eric Coulibaly
Create Purchase Requisition	Eric Coulibaly
Create Purchase Enquiry	Eric Coulibaly
Enter Supplier Quotations	Abou Coulibaly
Create Purchase Orders	Abou Coulibaly
<u>Inventory Management</u>	
Receiving and Returns	
GRN Creation and Costing	Gbane
Inspection Processes	Dr. Amichia
Quality Control Processes	Dr. Amichia
Returns and Rejections	Gbane
InterStore Distribution	
Suggest, Review, and Reserve Orders	Dr. Amichia
Transfer Product In and Out	Dr. Amichia
In Store Distribution	
Creation and management of Product Issues and Returns	Gbane
Quality Control Processes	Dr. Amichia
Management of Stock on hold	Dr. Amichia
Expired Stocks	
Management of Disposal (Transfer In and Out)	Dr. Amichia
Value Adjustment	Dr. Amichia
Kit Assembly	
Request, Issue, Receive and Cost Kits	Dr. Amichia/ Dr. Akomian

Kit Disassembly	
Request, Issue, Receive and Cost Kits	Dr. Akomian/Duncan/Dr. Amichia
Sales & Distribution	
Catalog/Non Catalog/Donor Program Sales	
Create Pro-Forma Invoice	Attia
Create Sales Order	Attia
Record Payments Received	Attia
Generate Sales Invoice	Attia
Record Sales Returns	Mensa
Post Payments Received	Attia
Kit Distribution	
Create Sales Order	Attia
Record Payments Received	Attia
Generate Sales Invoice	Attia
Record Sales Returns	Mensa
Post Payments Received	Attia
Complaint Registration	
Register Complaints	Mensa
Accounting	
Finance, Accounts Receivables & Payables	
Warehouse Management	
Receiving	
Palletisation	Gbane
Put Away	Gbane
Put Away Review and Correction	Lorougnon
Replenishing	
Generate Replenishment and Perform Replenishment Activity	Yoffoua
Review Replenishment Errors	Yoffoua
Picking	
Create Picking List for Sales Ordes	Mrs. Bro
Create Receipts for Purchase Returns	Mensa
Review Picking List Exceptions	Adou
Transfers	
Pallet transfers within Warehouse	Lorougnon
Review Pallet Transfer Exceptions	Dr. Amichia
Stock Take (Physical Inventory)	
Create Stock Take Plan	Dr. Amichia
Physical Count Data Entry	Lorougnon
Stock Adjustment	Dr. Amichia
Vehicle & Equipment Maintenance	

Repair & Maintenance	
Enter Repair & Maintenance Details	Driver?
Trip Details	
Enter Trip Details	Mme Adjoussou/Attia

FLOW OF INFORMATION ON ARV MANAGEMENT

